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LA SÉCURITÉ, LA DIGNITÉ ET LE RESPECT POUR TOUS

Correctional Service Canada

2010-2011

Report on Plans and Priorities

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

Canada

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Minister's Message

As Canada's Minister of Public Safety and Minister responsible for the Correctional Service of Canada (CSC), I am pleased to present to Parliament this *Report on Plans and Priorities* that outlines CSC's five priorities for 2010/2011.

The Government of Canada is committed to ensuring that Canadians are safe in their communities. CSC has the fundamental obligation to contribute to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure, and humane control in its institutions and effective supervision and interventions while they are under conditional release in the community.

In February 2008, CSC launched a Transformation Agenda to focus on the accountability of offenders to actively work to rehabilitate themselves and the responsibility of CSC to support them in the rehabilitation process. CSC is at a key transition point in its transformation journey, as it moves to ensure the sustained implementation and full integration of this agenda into its daily business.

The Service has maintained a consistent focus on achieving quality public safety results on five priorities since 2006-07:

- safe transition of eligible offenders into the community;
- safety and security of staff and offenders in our institutions;
- enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders;
- improved capacities to address mental health needs of offenders, and
- strengthening management practices

The effective alignment of these priorities and the Transformation Agenda will ensure that the Service continues to enhance its active contribution to public safety.

Reporting to Parliament and Canadians through documents such as this is an extremely important way to ensure transparent and open communications, and help increase awareness of the work CSC does in communities across Canada. I am confident that the direction outlined in this *Report on Plans and Priorities* sets a clear path for the Service to continue enhancing its role as a key player within the Public Safety Portfolio.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

SECTION 1: DEPARTMENTAL OVERVIEW

1.1 Raison d'être and Responsibilities

In 2009, CSC celebrated the 30th anniversary of the renaming of the organization to the Correctional Service of Canada (CSC), following the integration of the Canadian Penitentiary Service and the National Parole Service. For 30 years, CSC has proudly served Canadians and become a respected world leader in the correctional field. CSC is an agency within the Public Safety Portfolio. The Portfolio brings together the Department of Public Safety Canada, and key federal agencies dedicated to public safety, including the Royal Canadian Mounted Police, the National Parole Board, the Canada Border Services Agency, the Canadian Security Intelligence Service, and three review bodies, including the Office of the Correctional Investigator.

CSC contributes to public safety by administering court-imposed sentences for offenders sentenced to two years or more. This involves managing institutions of various security levels and supervising offenders on different forms of conditional release, while assisting them to become law-abiding citizens. CSC also administers post-sentence supervision of offenders with Long Term Supervision Orders for up to 10 years.

CSC's Mission has guided the organization since 1989. Together with the *Correctional and Conditional Release Act*,[1] which is CSC's legislative framework, the Mission provides the organization with an enduring vision of its *raison d'être*, and how CSC will accomplish it:

The Correctional Service of Canada, as part of the criminal justice system and respecting the rule of law, contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.[2]

CSC's commitment to the Mission has been further strengthened in recent years. In 2008, the Service implemented the Transformation Agenda[3] as a direct response to the recommendations made by the CSC Review Panel Report, *A Roadmap to Strengthening Public Safety*.[4] As a result of this Report and with the implementation of the Transformation Agenda, the Service continues to maintain a consistent focus on achieving quality public safety results through initiatives aimed at improving performance in all the institutions and in the community.

CSC is organized to provide effective correctional services in a fiscally responsible manner,[5] through three levels of management: national, regional, and local operations.

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[1] Corrections and Conditional Release Regulations (http://laws.justice.gc.ca/en/showtdm/cr/SOR-92-620//?showtoc=&instrumentnumber=SOR-92-620)
[2] http://www.csc-scc.gc.ca/text/organi-eng.shtml
[3] http://www.csc-scc.gc.ca/text/organi/trnsform-eng.shtml
[4] http://www.publicsafety.gc.ca/csc-scc/report-rapport/table_of_contents-eng.aspx
[5] http://www.csc-scc.gc.ca/text/organi-eng.shtml

National Headquarters: Provides support to the Commissioner and the Executive Committee and delivers services to all of CSC such as: correctional operations; public affairs and parliamentary relations; human resource and financial management expert advice; national investigations and audit; performance assurance; policy and planning; program development; functional leadership on Women offender and Aboriginal offender initiatives; research; legal services; health services and information management.

Regional Headquarters: Provides management and administrative support to National Headquarters by monitoring the delivery of programs and services; developing regional policies; developing plans and programs for performance measurement; providing human resources and financial management support; coordinating federal / provincial / territorial relations and public consultation; managing health services to offenders and providing information to local media, the public and stakeholders. The regions are also responsible for providing direction and supervision over local operations.

Local Operations: CSC manages 57 institutions,[6] 16 Community Correctional Centres, and 84 Parole Offices and sub-offices across the country. A description of institutional security level classifications (i.e., maximum, medium, minimum and multi-level) is available on CSC's website.[7]

In general, CSC's responsibilities include providing services across the country—from large urban centres with their increasingly diverse populations, to remote Inuit communities across the North. CSC manages institutions for men and women, mental health treatment centres, Aboriginal healing lodges, community correctional centres and parole offices. CSC also manages an addictions research centre, a correctional management learning centre, regional staff colleges, regional headquarters, and a national headquarters.

FEDERALLY MANAGED FACILITIES INCLUDE

- 57 Institutions
- 16 Community correctional centres
- 84 Parole offices and sub-offices

On an average day during the 2008-2009 fiscal year, CSC was responsible for 13,287 federally incarcerated offenders and 8,726 offenders in the community. However, over the course of the year, including all admissions and releases, CSC managed 20,475 incarcerated offenders and 16,744 supervised offenders in the community.[8]

CSC employs approximately 17,400 staff[9] across the

WORKFORCE

- Approximately 17,400 employees, of whom 84% work in institutions and communities.

[6] This number reflects the December 24, 2008 closure of Isabel McNeil House

[7] http://www.csc-scc.gc.ca/text/region/inst-profil-eng.shtml

[8] Note that an offender can appear more than once in the conditional release flow through count. An offender may be released from an institution more than once during a year and thereby will be counted more than once. In addition, if an offender spent a portion of the year incarcerated and another portion supervised, the offender will appear in both the institutional and community flow through count.

[9] This figure includes active Indeterminate and Term employees.

country and strives to maintain a workforce that is reflective of Canadian society. Just over 47.1% of CSC staff are women. Slightly more than 5.5% are from visible minority groups, approximately 4.3% are persons with disabilities, and approximately 7.5% are Aboriginal. These rates are at or above labour market[10] availability with the exception of women, where CSC is slightly below the market level of 47.9%.

Two occupational groups, for the most part exclusive to CSC, represent over half of all staff employed in operational units. The Correctional Officer group comprises 39% of staff, while another 15.7% of staff are in the Welfare Programmes category, the group that includes parole and program officers who work in the institutions and in the community. The remainder of CSC's workforce reflects the variety of other skills required to operate institutions and community offices—from health professionals, to electricians, to food service staff—as well as staff providing corporate and administrative functions at the local, regional and national levels. All staff work together to ensure that the institutions operate in a secure and safe fashion and that offenders are properly supervised on release, with specialized initiatives and approaches for Aboriginal offenders, women offenders, and offenders with mental health needs.

Volunteers continue to be essential contributors to public safety by enhancing the work of CSC and creating a liaison between the community and the offender. CSC benefits from the contributions of over 9,000 volunteers active in institutions and in the community. CSC volunteers are involved in activities ranging from one-time events to providing ongoing services to inmates and offenders in the community, including tutoring, social and cultural events, faith-based services and substance abuse programming. CSC also supports the involvement of volunteer Citizen Advisory Committees at the local, regional and national levels to provide citizen feedback on CSC policies and practices.

After completing an in-depth review of the federal correctional system, an Independent Review Panel delivered its findings in a report entitled *A Roadmap to Strengthening Public Safety.*[11] This report was endorsed by the Government in Budget 2008 allowing CSC to address some of its current and long standing challenges, better support its current priorities, and provide CSC with an opportunity to integrate transformation initiatives in a way that will contribute to improved public safety results for all Canadians.

As a result of the Review Panel's report and recommendations, CSC assembled a dedicated team of professionals to commence initiatives in each of the five key areas identified in the report:

- Offender Accountability
- Eliminating Drugs from Prison
- Employability/Employment
- Physical Infrastructure
- Enhanced Community Supervision Capacity

[10] As per data released by Statistics Canada (2006 Census Data).
[11] http://www.publicsafety.gc.ca/csc-scc/index-eng.aspx

The initiatives under each of the five areas are not additions to CSC's business. They either replace or enhance existing projects, or integrate a number of current processes to ensure more efficient and effective results. It is important to note that the transformation initiatives (i.e., plans to improve services) and ongoing initiatives reaffirm CSC's commitment to public safety. Combined, they provide the foundation for CSC's plans in fiscal year 2010-2011.

CSC is at a transition point in its transformation journey. The organization is now focusing on integrating the various transformation initiatives into its daily business. To this end, CSC has divided the transformation initiatives into twelve transformation priority plans which align with its five corporate priorities:[12]

Corporate Priorities	Transformation Priority Plans
1. Safe transition of eligible offenders into the community.	1. Improve employment and employability of offenders. 2. Enhance correctional interventions. 3. Strengthen community corrections.
2. Safety and security for staff and offenders at our institutions.	4. Eliminate drugs and improve safety and security of operational sites. 5. Enhance offender accountability.
3. Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders.	6. Increase capacity to address the needs of First Nations, Métis, and Inuit Offenders.
4. Improved capacities to address mental health needs of offenders.	7. Increase capacity to address the mental health needs of offenders.
5. Strengthened management practices.	8. Support the regional Transformation Agenda. 9. Enhance Internal Services. 10. Strengthen human resource capacities in all areas. 11. Enhance relationships with partners. 12. Review infrastructure and accommodation strategies.

[12] Message from the Commissioner (2009-10-06).

1.2 Strategic Outcome and Program Activity Architecture

While many departments have multiple Strategic Outcomes, CSC has one: its contribution to public safety. In all CSC activities, and all decisions that staff make, public safety is the paramount consideration.

CSC's Program Activity Architecture is depicted in the following table as a single Strategic Outcome with four Program Activities.

Strategic Outcome			
The custody, correctional interventions, and supervision of offenders, in communities and institutions, contribute to public safety			
Program Activities			
Custody	Correctional Interventions	Community Supervision	Internal Services

Note. The full Program Activity Architecture for CSC is found at the end of this section.

To achieve the Strategic Outcome, offenders are maintained in "Custody" in institutions. Those who are eligible are transferred to communities under various types of conditional release where they are managed under "Community Supervision".[13] In both the institution and the community, offenders receive "Correctional Interventions" in accordance with their correctional plans to help them become and remain law-abiding citizens. Some interventions begin while the offender is in the institution and continue or are maintained once the offender returns to the community, thus having a positive impact on their social reintegration process. For example, the offender may learn employment-related skills in the institution and then participate in job placement programs once in the community.

The Internal Services Program Activity encompasses all corporate and administrative services, such as human resources management services, financial management services, information management services and public education and communications that support the effective and efficient delivery of operational programs and activities across the organization.

Combining non-financial performance indicators and measures with its financial and risk management frameworks best positions CSC to evaluate its operational performance. It also permits CSC to take necessary actions to ensure the organization continues to produce meaningful and quality public safety results for Canadians, relative to the resources entrusted to the organization.

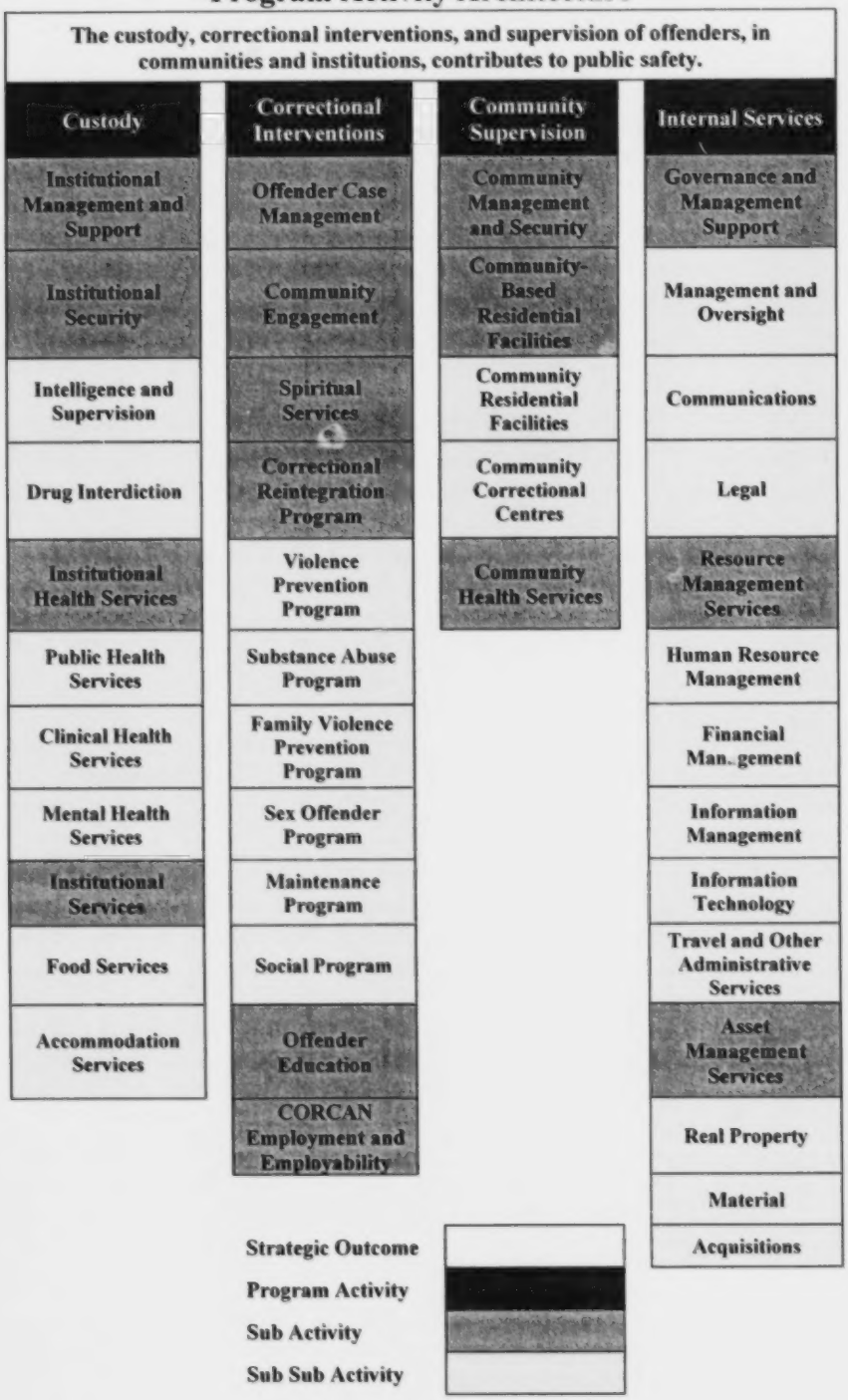
[13] Offenders are released according to various provisions of the Corrections and Conditional Release Act. Some offenders are released by law, while others are released as a result of the decision-making authority of the National Parole Board.

Program Activity Architecture

The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.			
Custody	**Correctional Interventions**	**Community Supervision**	**Internal Services**
Institutional Management and Support	**Offender Case Management**	**Community Management and Security**	**Governance and Management Support**
Institutional Security	**Community Engagement**	**Community-Based Residential Facilities**	Management and Oversight
Intelligence and Supervision	**Spiritual Services**	Community Residential Facilities	Communications
Drug Interdiction	**Correctional Reintegration Program**	Community Correctional Centres	Legal
Institutional Health Services	Violence Prevention Program	**Community Health Services**	**Resource Management Services**
Public Health Services	Substance Abuse Program		Human Resource Management
Clinical Health Services	Family Violence Prevention Program		Financial Management
Mental Health Services	Sex Offender Program		Information Management
Institutional Services	Maintenance Program		Information Technology
Food Services	Social Program		Travel and Other Administrative Services
Accommodation Services	**Offender Education**		**Asset Management Services**
	CORCAN Employment and Employability		Real Property
			Material
			Acquisitions

Strategic Outcome	
Program Activity	
Sub Activity	
Sub Sub Activity	

Program Activity Architecture



1.3 Program Activity Architecture Crosswalk

The Department's Program Activity Architecture for 2010-2011 differs slightly from the one presented in the 2009-2010 Report on Plans and Priorities:

- In the 2009-2010 Program Activity Architecture, CORCAN[14] was shown as a separate activity.
- In the new Program Activity Architecture, CORCAN is included as a sub-activity under Correctional Interventions. This particular sub-activity is reported as a financial revolving fund,[15] and is more closely aligned with program activities found under the Correctional Interventions Program Activity because of its positive impact on offender employment and employability.

1.4 Planning Summary

Approximately 69% of CSC's 2010-2011 Annual Reference Level[16] will be dedicated to the provision of care and custody of offenders in institutions and in communities, which includes fixed and semi-fixed costs for security systems, salaries for correctional staff, facilities maintenance, health services, food services, and capital. Approximately 18% will be allocated to correctional interventions which includes case management and offender programs. Five percent will be dedicated towards community supervision, which includes community-based residential facilities and community-based health services.[17] The remaining 8% will be allocated to support other enabling activities such as internal services.

Financial Resources ($ million)

2010-11	2011-12	2012-13
$2,460.2	$2,926.4	$3,128.2

Human Resources (Full-time Equivalent – FTE)

2010-11	2011-12	2012-13
16,587	18,851	20,706

[14] CORCAN is a separate agency within CSC that provides the employment and job readiness programs for offenders as well as producing products and services for the marketplace.
[15] The revolving fund provides a funding mechanism for CORCAN (i.e., functions like a line of credit).
[16] The Reference Level is the current dollar balance of funding available to CSC for each year as approved by Treasury Board and/or statutory estimates related to statutes of Canada.
[17] Based on 2008-09 Main Estimates, Internal Services costs were reallocated into the distribution.

Strategic Outcome: *The custody, correctional interventions, and supervision of offenders, in communities and institutions, contribute to public safety*	
Performance Indicators	**Targets**
Violent Re-offending Index	Reduce violent re-offending
Non-violent Re-offending Index	Reduce non-violent re-offending
Community Supervision Performance Index	Reduce re-offending while on supervision

Program Activity	**Forecast Spending** ($ million)	**Planned Spending** ($ million)			**Alignment to Gov't of Canada Outcomes**
	2009-10	2010-11	2011-12	2012-13	
Custody	1,508.5	1,687.4	2,070.6	2,216.8	Safe and Secure Communities
Correctional Interventions	411.9	436.0	515.9	559.1	Safe and Secure Communities
Community Supervision	106.8	123.9	135.4	147.7	Safe and Secure Communities
Internal[18] Services	240.0	212.9	204.5	204.6	Safe and Secure Communities
Total $ for Strategic Outcome	2,267.2	2,460.2	2,926.4	3,128.2	

[18] Reduction in funding for fiscal year 2010-11 and beyond reflects sunset provision for the Transformation Agenda.

1.5 Contribution of Priorities to CSC's Strategic Outcome

Operational Priorities	Type	Links to Strategic Outcome, Program Activities, Corporate Risks[19]	Description
(1) Safe Transition of Eligible Offenders into the Community.	**Ongoing**	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety. **Program Activity:** • Custody • Correctional Interventions • Community Supervision **Corporate Risks:** • The aging physical infrastructure may not be able to respond to the risks/needs of the changing offender population. • Financial investments that are required to sustain corporate commitments, legal obligations, and results may not be secured or maintained. • Current results with regard to violent re-offending may not be sustained. • The correctional results gap between Aboriginal and non-Aboriginal offenders may not narrow. • Support of partners and communities that, and citizens who, provide critical services and resources to released offenders may be lost. • Adequate resources that are required to address the risks posed by radicalized offenders may not be in place. • Delivery of essential physical healthcare services to offenders may not be adequate.	CSC's ultimate goal is to enhance public safety through reduced re-offending. In this regard, CSC will continue to implement integrated strategies that focus on providing interventions, correctional programs and effective supervision, as well as improved monitoring of the offenders' progress. For instance, CSC will continue to: streamline case management processes and develop tools to better assess the potential of offenders to re-offend violently; integrate program interventions - including those designed to address the needs of Aboriginal offenders and women offenders - to better identify and address those factors earlier and, where serious problems persist, provide sound control mechanisms.
(2) Safety and Security of Staff and Offenders in our Institutions.	**Ongoing**	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders, in communities and institutions, cor tributes to public safety. **Program Activity:** • Custody **Corporate Risks:** • Financial investments that are required to sustain corporate commitments, legal obligations, and results may not be secured or maintained. • The aging physical infrastructure may not be able to respond to the risks/needs of the changing offender population. • The required level of safety and security within operational sites may not be maintained. • Pandemic readiness may not be effective. • Delivery of essential physical healthcare services to offenders may not be adequate. • Professional standards and appropriate levels of mental healthcare services for offenders may not be met. • Improvements to the health of the workplace may not occur. • The effective implementation of the new operational deployment model may not occur. • An effective and representative workforce may not be achieved.	For further improvement to the safety and security of offenders and staff, CSC will continue to focus on ways to eliminate the entry, trafficking and use of drugs in its institutions. CSC will also continue to enhance its Security Intelligence capacity by working closely with community partners such as local police forces and Crown prosecutors. CSC will continue to implement the use of new drug and contraband detection equipment and provide closer monitoring of visitors to the institutions to reduce the flow of drugs into institutions. In addition, CSC will continue to enhance static and dynamic security practices in an effort to reduce assaults and injuries to staff and offenders. Other initiatives, such as the implementation of a recruiting and retention strategy for healthcare professionals and implementation of a continuous quality improvement process, will ensure that CSC has the resources to deliver quality physical and mental healthcare services to offenders.

[19] The corporate risks are shown in Section 1.6 - Risk Analysis.

Operational Priorities	Type	Links to Strategic Outcome, Program Activities, Corporate Risks[19]	Description
(3) Enhanced Capacities to Provide Effective Interventions for First Nations, Métis and Inuit Offenders.	**Ongoing**	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety. **Program Activity:** • Custody • Correctional Interventions • Community Supervision **Corporate Risks:** • Financial investments that are required to sustain corporate commitments, legal obligations, and results may not be secured or maintained. • The aging physical infrastructure may not respond to the risks/needs of the changing offender population. • An effective and representative workforce may not be achieved. • The correctional results gap between Aboriginal and non-Aboriginal offenders may not narrow. • Support of partners and communities that, and citizens who, provide critical services and resources to released offenders may be lost. • Workforce training and development that is essential for the future may not be provided.	CSC continues to improve its capacity to provide culturally-appropriate interventions to its Aboriginal population. To support Aboriginal offenders to succeed at rates comparable to non-Aboriginal offenders, CSC will further enhance its capacities to provide effective interventions for First Nations, Métis, and Inuit offenders. CSC has also developed a Strategy for Aboriginal Correctional Accountability Framework and a Template for Results Reporting and Monitoring to more effectively operationalize the Strategic Plan for Aboriginal Corrections. CSC will also continue to provide awareness training for staff on Aboriginal issues, as well as increased recruitment of Aboriginal staff. CSC will also continue to work horizontally with other government departments to address the challenges that contribute to the disproportionate representation of Aboriginal peoples in the criminal justice system.
(4) Improved capacities to address mental health needs of offenders.	**Ongoing**	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety. **Program Activity:** • Custody • Correctional Interventions • Community Supervision **Corporate Risks:** • Financial investments that are required to sustain corporate commitments, legal obligations, and results may not be secured or maintained. • The aging physical infrastructure may not respond to the risks/needs of the changing offender population. • Professional standards and appropriate levels of mental healthcare services for offenders may not be met. • Support of partners and communities that, and citizens who, provide critical services and resources to released offenders may be lost. • Workforce training and development that is essential for the future may not be provided. • An effective and representative workforce may not be achieved.	Over the last few years, CSC has witnessed an increase in the proportion of offenders identified with mental health problems at intake. Therefore, CSC will continue to improve its capacity to assess and address the mental health needs of this population of offenders. For instance, enhancements to the mental-health screening processes will enable CSC to more accurately and efficiently identify offenders who need mental health services. Investments in psychological and psychiatric services in institutions will further augment community reintegration initiatives. Finally, discharge planning, for offenders who are re-entering the community, will better align community-based services to address offender mental health needs. In particular, all sectors of CSC's operation will focus on preventing offender self-injury and offender suicides.

Management Priorities	Type	Links to Strategic Outcome, Program Activities, Corporate Risk	Description
(5) Strengthened Management Practices	**Ongoing**	**Strategic Outcome:** The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety. **Program Activity:** • Internal Services **Corporate Risks:** • Financial investments that are required to sustain corporate commitments, legal obligations, and results may not be secured or maintained. • During a disaster, system infrastructure and platform stability, or critical services may not be maintained. • The aging physical infrastructure may not respond to the risks/needs of the changing offender population. • Workforce training and development that is essential for the future may not be provided. • Timely adjustments to operations or the engagement of partners that are necessary to respond to changing government priorities may not occur. • An effective and representative workforce may not be achieved. • Improvements to the health of the workplace may not occur. • Pandemic readiness may not be effective.	CSC will continue to focus on improving the way it delivers on all aspects of its mandate. To this end, CSC will continue to promote values and ethics, improve its internal communications, and strengthen its human resources management including its commitments to Public Service Renewal. CSC will also improve its internal monitoring of results and performance against plans, priorities and financial accountabilities. In addition CSC will continue to strengthen its capacity to assess and analyze opportunities to identify economies and efficiencies in its operations. A thread that weaves through all of the efforts is the need to build effective relationships internally and externally with community partners. CSC will revitalize its infrastructure and accommodation strategies in order to address issues of capacity and aging facilities.

1.6 Risk Analysis

Operating Environment

The Correctional Service of Canada (CSC), like other organizations, must manage risk in an uncertain world. Over the years, a number of complex challenges have emerged in CSC's operating environment that has resulted in increased pressures and demands. These challenges include the increasing needs and associated risks of a more diverse and changing offender population, escalating offender mental health needs, offender suicides in custody, the threat of pandemic influenza, a deteriorating physical infrastructure, threats to the safety and security of offenders and staff within operational sites, an ageing workforce, and pending changes to the legislative framework.

Sources of Risk

The sources of risk to the organization are varied – some are internal, while others are external to CSC. The higher-risk offender profile – as evidenced, for example, by an increasing number of gang affiliations – will pose a risk to the security of staff and offenders, and interfere with correctional operations and interventions. Additionally, the proportion of offenders with substance abuse problems, mental health problems and co-occurring disorders is increasing demand for access to effective interventions and services to address needs. If this demand is not addressed, it will have a negative impact on institutional safety and the safe transition of eligible offenders to the community.

Canada's Aboriginal population continues to experience higher rates of criminalization and incarceration, and a disproportionate level of need across a number of life areas that impact on their health outcomes and the overall wellbeing of their communities. Over-representation within the federal system persists despite legislative efforts to find alternatives to incarceration for Aboriginal defendants. This growing population requires the organization to develop the capacity to provide interventions that address offender needs in a culturally appropriate way, in consultation with Territorial partners. Growth in the Aboriginal offender population will also put pressure on the organization's human resources initiatives that are aimed at increasing the number of Aboriginal employees at all levels of the organization. The risk is that the organization may have difficulty hiring and retaining a workforce that is reflective of the Aboriginal offender population. This may also negatively impact the organization's capacity to deliver culturally-appropriate interventions.

On a related matter, achieving correctional results will be difficult without a renewed workforce and workplace. The ageing baby boomers and the reduced recruitment of new staff, which took place in the federal public service as a whole in the mid-1990s due to Program Review, continue to pose challenges to the overall public service. To address the challenges CSC will need to implement initiatives to recruit and retain human resources, streamline and modernize its human resource processes, broaden the scope of the current CSC Employee Assistance Program, secure long-term funding, and engage various multi-cultural communities to reinforce its commitment to diversity in the workplace. If

initiatives such as these are not in place, public safety results may not be achieved and the wellbeing of the workforce may not be improved.

As with other public service organizations, an ageing workforce and increasing retirements will put additional pressures on the human resource management function and CSC's response to Public Service Renewal. CSC's human resources management function will need to increase efficiency and effectiveness of its services if the organization is to remain competitive in its search for talent and deliver on its correctional results.

A number of Bills before the House of Commons are aimed at strengthening Canada's criminal justice system. They too will have an impact on the organization. For instance, Bill C-25, which came into effect on January 25, 2010, limits the amount of credit a judge may allow for time spent in pre-sentencing custody. This may result in an increased number of offenders receiving federal sentences (who would have previously received provincial sentences) which will create population pressures for CSC to manage both within the institutions and the community. Also, this may potentially increase the amount of time an offender spends in federal custody. The opportunity for the organization is that a longer period of time in federal custody may provide offenders with more time to participate in correctional interventions and prepare for safe transition to the community. The risk is that longer periods of time in federal custody will put additional pressures on an ageing physical infrastructure and potentially increase risks to the safety and security of staff and offenders.

A broader source of risk for CSC is borne out of the recent economic climate. Collectively, the Federal Government deficit, contraction in the economy, limited affordable housing, and rising unemployment rates could have a negative impact on the safe transition of offenders to the community. For instance, there is a risk that there may be fewer community resources and supports available to the returning offender because of pressures on funding to social programs. Also, securing affordable housing and financial support may become more difficult for released offenders, which may contribute to less than favourable correctional results. There is also a risk that offenders may not be able to find meaningful work upon release because of higher rates of unemployment.

The Risks and Mitigating Strategies

Many of the plans and priorities in this year's RPP signal renewal and change and aim to improve the way the organization delivers its services to protect Canadians. They also underscore the organization's commitment to mitigating the corporate risks. The mitigation strategies highlighted in the following table and the plans that are highlighted in Section 2 demonstrate this commitment.

Corporate Risks	Selected Mitigation Strategies[20]
Financial Capability: Financial investments that are required to sustain corporate commitments, legal obligations, and results may not be secured or maintained.	Analysis of impact on correctional results and CSC's workforce if no additional funding is received or funding levels reduced. Reprofiling of funds from low-risk activities and low-risk offenders.
Physical Infrastructure: The ageing physical infrastructure may not be able to respond to the risks/needs of the changing offender population.	Interim funding and measures that respond to immediate infrastructure needs, such as life and fire safety, security systems and key equipment; and to provide enhanced capitalized maintenance to arrest further deterioration of the asset base.
Violent Re-offending: Current results with regard to violent re-offending may not be sustained.	Intensive release planning for high risk offenders and increased capacity to deliver correctional interventions to address violence, substance abuse, including community-maintenance programs. Comprehensive monitoring, electronic monitoring, and appropriate residential accommodations for high risk offenders.
Correctional Results Gap (Aboriginals): The correctional results gap between Aboriginal and non-Aboriginal offenders may not narrow.	Implementation of the Strategy for Aboriginal Corrections Accountability Framework and the accompanying Template for Results Reporting and Monitoring in order to be able to better report on narrowing the correctional gap between Aboriginal and non-Aboriginal offenders.
Partner Support Capability for Released Offenders: Support of partners and communities that, and citizens who, provide critical services and resources to released offenders may be lost.	Maintenance of a national citizen engagement governance structure.
Radicalized Offenders: Adequate resources that are required to address the risks posed by radicalized offenders may not be in place.	Enhancements to information-sharing to identify and manage these types of offenders.
Physical Healthcare Capability for Offenders: Deliver of essential physical healthcare services to offenders may not be adequate.	Development and implementation of a Continuous Quality Improvement program in Health Services that includes accreditation by Accreditation Canada. Continue implementation of essential services framework, regional pharmacies and drug formulary.
Safety and Security: The required level of safety and security within operational sites may not be maintained.	Development of a more comprehensive gang management strategy and interdiction strategy, implementation of interventions to reduce self-harm and unnatural deaths of offenders, implementation of a community staff safety program, and revisions to community supervision policies.
Pandemic Readiness: Pandemic readiness may not be effective.	Contingency operational plans are in place should cases be identified in any of CSC's institutions.
Mental Healthcare Capability for Offenders: Professional standards and appropriate levels of mental healthcare services for offenders may not be met.	Implementation of management action plans in response to the Community Mental Health Initiative evaluation; seeking renewal of the Community Mental Health Initiatives; and continue to implement the Institutional Mental Health Initiative.
Workforce Health: Improvements to the health of its workplace may not occur.	Collaboration with the key stakeholders to implement a structured wellness program that includes prevention and the promotion of health and wellness to address areas of concern for employees.
Operational Deployment Model: The effective implementation of the new operational deployment model may not occur.	Monitoring and evaluation of the implemented Institutional Management Structure and Correctional Officer Deployment Standards.
Effective and Representative Workforce: An effective and representative workforce may not be achieved.	Implementation of Strategic Plan for Human Resources Management for 2009-2010 to 2011-2012.
Training and Development Capacity: Workforce training and development that is essential for the future may not be provided.	Strengthen governance and review learning and development policies.
Information Management/Information Technology: During a disaster, system infrastructure and platform stability, or critical services may not be maintained.	Ongoing investments in processes to test & monitor CSC's IT disaster recovery capacity for mission-critical applications.
Organizational Capability and Capacity: Timely adjustments to operations or the engagement of partners that are necessary to respond to changing government priorities may not occur.	Implementation of an integrated and risk-based business planning process.

[20] The Corporate Risk Profile provides a complete overview of the various mitigation strategies.

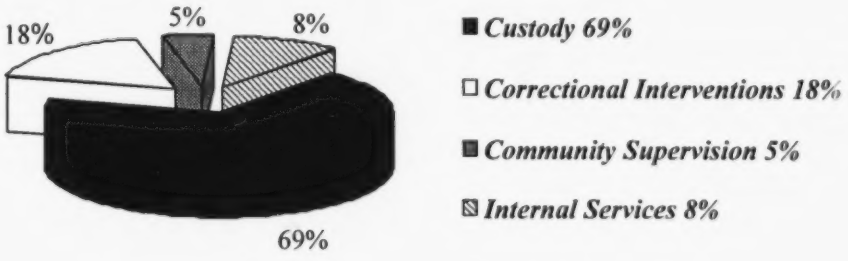
1.7 Expenditure Profile

Canada's Economic Action Plan

CSC is a participant in the horizontal initiative entitled Accelerated Federal Contaminated Sites Action Plan. CSC received $2.75M for 2009-2010. The Accelerated Federal Contaminated Sites Action Plan allows CSC to create supplementary work in the environmental services private sector in all regions where CSC has institutions. At the same time, the program eliminates contaminated sites that have been deemed hazardous to human health, wildlife and/or the environment and also reduces the financial liabilities these contaminated sites have on CSC properties.

The program performance is monitored by standard templates (spreadsheet reports), issued by Treasury Board Secretariat, which monitor expenditure forecasts, contracts committed and funds spent on a monthly basis which can be correlated over the course of time to assess the performance of CSC as an individual department as well as all federal organizations involved in this program.

2010-2011 Allocation of Funding by Program Activity



The above figure displays the allocation of CSC funding by Program Activity for 2010-2011. CSC funding is primarily allocated to Program Activity 1 (Custody) as it relates to operations of institutions.

1.8 Voted and Statutory Items

This table illustrates the way in which Parliament approved CSC resources via main estimates.

($ million)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2009–10 Main Estimates	2010–11 Main Estimates
30	Operating expenditures	1,779.2	1,918.0
35	Capital expenditures	230.8	329.4
(S)	Contributions to employee benefit plans	194.5	212.8
(S)	CORCAN Revolving Fund	-	-
TOTAL		2,204.5	2,460.2

The budgetary Main Estimates for the Correctional Service of Canada are $2,460.2 million, a net increase of $255.7 million. This includes an increase of $138.2 million in Operating expenses, $98.6 million in Capital expenses and $18.9 million (Statutory) related to Employee Benefit Plan.

SECTION 2: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

This section explains i) how CSC's program activities, and the plans associated with them, support CSC's single strategic outcome, and ii) how progress toward achieving the strategic outcome will be measured and reported in CSC's 2010-2011 Departmental Performance Report.

2.1 Custody

Program Activity Architecture			
Strategic Outcome: The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.			
Custody	Correctional Interventions	Community Supervision	Internal Services

Program Activity Summary: This Program Activity ensures that offenders are provided with reasonable, safe, secure and humane custody while serving their sentence. This program activity provides much of the day-to-day needs for offenders in custody including a wide range of activities that address health and safety issues as well as provide basics such as food, clothing, mental health services, and physical healthcare. It also includes security measures within institutions including drug interdiction, and appropriate control practices to prevent incidents.

Financial Resources ($ million)		
2010-11	2011-12	2012-13
1,687.4	2,070.6	2,216.8

Human Resources (Full-time Equivalents)		
2010-11	2011-12	2012-13
9,423	10,776	12,175

Expected Result of Program Activity: Offenders in institutions are provided reasonable, safe, secure and humane custody.	
Program Activity Performance Indicators	***Program Activity Targets****
Rate of escapes from federal institutions	Reduce over five years
Rate of offender deaths by other than natural causes	Reduce over five years
Rate of assaultive behaviour by offenders	Reduce over five years
Percentage of offenders with identified mental health needs granted parole at eligibility	Reduce over five years in the number of offenders denied conditional release at eligibility due to unaddressed mental health problems
Availability of drugs in institutions	Reduce over five years

***Fiscal Year 2008-2009 is the benchmark year for the above targets.**

Setting precise numeric targets for correctional activities is a challenge because the offender population is constantly changing. Offenders who succeed in changing their behaviour eventually return to the community and may be replaced with others who bring the same or different needs. Notwithstanding, CSC remains committed to demonstrating that our plans and priorities are consistent with our strategic outcome, and that our methods of measuring our performance are best able to quantify the magnitude of our results in ways that are meaningful to Canadians.

Planning Highlights

In February 2008, the Correctional Service of Canada launched the Transformation Agenda with the end goal of enhancing public safety for Canadians.[21] Phase 1 of the Transformation Agenda (February 2008 –February 2009) focussed on the engagement of stakeholders internal and external to CSC, policy review and development, and immediate achievements that would contribute to lasting public safety results. Phase 2 (March 2009–March 2010) focused on the development and implementation of more detailed project plans. In March of 2010, the ongoing transformation initiatives were integrated into CSC's regular operations and plans.

The organization's Corporate Business Plan[22] reflects the integration. Each plan has been linked to transformation where applicable, and the anticipated impacts on the organization's Corporate Risk(s) have been identified. The expected results for each plan have also been identified, which will ensure more effective management of the organization's progress against plans.

[21] http://www.csc-scc.gc.ca/text/organi/trnsfrmtn-drgs-eng.shtml
[22] The Corporate Business Plan includes the complete list of plans. It is available upon request.

In order to achieve the expected result under this Program Activity and advance the Transformation Agenda, CSC has developed the following plans:

Addressing safety and security for staff and offenders at institutions
Implementation of initiatives to increase the capacity to intervene and address preventable deaths in custody.
Continued development of self-injury research and pilot projects toward the development of new and effective strategies to reduce self–harm incidents.
Implementation of an integrated set of initiatives to eliminate drugs from our institutions.
Implementation of strategies to manage conflict between inmate sub-populations.
Implementation of enhancements to security intelligence practices that are designed to prevent further criminal activity.
Implementation of initiatives to deal with radicalized offenders, including terrorists.
Implementation of initiatives focussed on dealing with the needs of women offenders, including specific accommodation strategies and security classification.
Implementation of improved methods to maximize the level of safety and security within institutions.
Implementation of improved initiatives to encourage greater offender accountability.
Implementation of additional enhancements to gender-based and/or culturally-appropriate services.
Conduct research on organized crime and gangs in order to develop offender profiles and examine approaches to gang management in other jurisdictions.
Implementation of enhanced strategy to manage gang members as part of an overall integrated population management strategy.
Improving capacities to address the health needs of offenders
Implementation of additional enhancements to assess and address the health needs of offenders particularly as they relate to physical and mental health.
Implementation of a Continuous Quality Improvement program for Health Services leading to accreditation by Accreditation Canada.
Continued implementation of a recruitment and retention strategy for healthcare professionals.
Development of a profile of mental health needs of women offenders in order to identify their areas of special needs.

Benefits to Canadians

CSC's services also promote an institutional environment that is safe, secure, and drug-free. Offenders who are drug-free within a safe and secure environment are best able to change their behaviour and prepare for a safe return to the community.

CSC's ongoing commitment to improving existing and developing new service-delivery practices in the areas of mental health and physical health ensure that services remain responsive to the needs of a diverse and changing offender population. Better health outcomes will lead to lower costs for Canadians.

A more coordinated approach between various national and international criminal justice partners will lead to correctional practices that are more efficient, and cost-effective.

2.2 Correctional Interventions

Program Activity Architecture			
Strategic Outcome: The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.			
Custody	Correctional Interventions	Community Supervision	Internal Services

Program Activity Summary: The Correctional Interventions Program Activity, which occurs in both institutions and communities, is necessary to help bring about positive changes in behaviour and to safely and successfully reintegrate offenders back into Canadian communities. This program activity is focussed on addressing offender needs across a number of life areas that are associated with criminal behaviour.

Financial Resources ($ million)		
2010-11	2011-12	2012-13
436.0	515.9	559.1

Human Resources (Full-time Equivalents)		
2010-11	2011-12	2012-13
4,172	4,793	5,070

Expected Result of Program Activity: Correctional interventions address identified individual offender risks and needs and contribute to the offender's successful rehabilitation and reintegration.	
Program Activity Performance Indicators	***Program Activity Targets****
Rate of participation in correctional interventions identified in Correctional Plans	Increase over five years
For offenders who participate in correctional interventions:	
Rate of completion of the correctional interventions identified in Correctional Plans	Increase over five years
Rate of offenders granted discretionary release at eligibility	Increase over five years
Rate of offender readmission after release for a new conviction	Reduce over five years
Rate of offenders readmission after release for a new violent conviction	Reduce over five years

***Fiscal Year 2008-2009 is the benchmark year for the above targets.**

Planning Highlights

CSC is facing increasing challenges regarding the effective and efficient delivery of correctional programs to an offender population which has increasing levels of educational and learning deficits, mental health disorders, shorter sentences, and higher security level ratings. This year's RPP signals the arrival of a number of initiatives that are designed to capitalize on operational efficiencies and increase the capacity to deliver effective interventions to these sub-populations.

There is growing international recognition and support for the development and implementation of programming that is gender specific. Since 1992, CSC has been providing programs to women that are structured to respect women's unique needs, as well as ethnic, cultural, spiritual, and linguistic differences. CSC continues to improve its response to the needs of women through a number of initiatives highlighted in this year's RPP.

Similarly, CSC continues to develop and implement programs that are culturally-appropriate and designed to address the unique needs of Aboriginal offenders. In addition, to respond to the increasing cultural diversity of the Canadian population and the resulting diversity within the offender population, CSC will also implement programs that are responsive to the ethno-cultural offender.

In order to achieve the expected result under this Program Activity and advance the Transformation Agenda, CSC has developed the following plans:

Addressing safety for staff and offenders at institutions
Improve capacity to address the unique needs and risks of Aboriginal offenders, including Aboriginal women offenders.
Integrate all members of the case management team to ensure a focused approach to case management and risk decision making.
Facilitating the safe transition of eligible offenders into the community
Enhance offender case management policies and procedures.
Development and implementation of strategies to improve the employment and employability of offenders.
Implementation of an Integrated Correctional Program Model and an Integrated Aboriginal Correctional Program Model to maximize program capacity so that offenders have access to the programs they need.
Development and implementation of strategies to extend the time available to offenders for productive activity in the institution.
Development and implementation of a new framework for correctional interventions (targeted at maximum security institutions) and offenders classified as maximum-security at multi-level institutions.
Implementation of strategies to intervene more effectively with offenders in the community, including strategies that enhance the supervision of offenders on Statutory Release with a Residency condition and those under Long-Term Supervision Orders.
Strengthen and improve supervision tools and strategies available to Parole Officers to support supervision of offenders in the community.
Implementation of strategies and programs that are gender informed for women offenders.
Strengthen the provision of services to ethno-cultural offenders.
Enhancing the capacities to provide effective interventions for First Nations, Métis, and Inuit offenders
Conduct research that examines the efficacy of programs that are delivered to Aboriginal offenders.
Implementation of culturally-appropriate strategies and programs to address the needs of First Nations, Métis and Inuit offenders, including improved organizational capacity to work with communities to ensure safe reintegration.

Benefits to Canadians

CSC has emerged as a world leader in the development, implementation, and delivery of evidence-based programs that are designed to make offenders accountable for changing their criminal behaviour and attitudes, thereby significantly reducing the risks they present to Canadians when they are returned to the community. Many industrialized nations, such as Australia, the United Kingdom, and United States, import CSC Correctional Programs to rehabilitate their most serious offenders.

Better integration of correctional programs across the service delivery continuum, from admission to end of sentence and beyond will also benefit Canadians by increasing correctional capacity to deliver effective programming to more offenders within existing time constraints and resource limitations. Better integration and efficiency of services will lead to lower costs for Canadians.

CSC continues to make investments in modernizing its employment program strategies to better resource offenders with the kinds of job skills that will be required once they return to the community. Acquiring meaningful employment supports an offender's safe transition into the community. This, in turn, contributes to reducing the financial burden on significant others, Canadians at large, and social services supports.

Research has shown that the most effective correctional programs are those that target the factors that are associated with criminal behaviour and which consider the unique characteristics of the participant, such as gender and ethnicity. Correctional programs that follow these principles are better able to mitigate the offender's risk for re-offending, thereby improving public safety for all Canadians. CSC's ongoing investments in programs such as these will contribute to public safety by promoting the safe transition of eligible offenders into the community.

CSC continues to strengthen and improve supervision tools and strategies, such as Electronic Monitoring, so that Parole Officers can intervene more effectively with offenders in the community. Strategies such as this one will result in strong community supervision and contribute to public safety.

2.3 Community Supervision

Program Activity Architecture			
Strategic Outcome: The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.			
Custody	Correctional Interventions	Community Supervision	Internal Services

Program Activity Summary: The Community Supervision Program ensures eligible offenders are safely reintegrated into communities through strong management of the community corrections infrastructure, accommodation and health services, where required, as well as comprehensive supervision for the duration of the offender's sentence. The expected result for this program activity is that offenders will be maintained in the community as law-abiding citizens.

Financial Resources ($ million)		
2010-11	2011-12	2012-13
123.9	135.4	147.7

Human Resources (Full-time Equivalents)		
2010-11	2011-12	2012-13
174	250	291

Expected Result of Program Activity: The provision of a structured and supportive environment during the gradual reintegration process contributes to the rehabilitation and reintegration of offenders and to public safety.	
Program Activity Performance Indicators	***Program Activity Targets****
Percentage of offenders under community supervision who incur new convictions	Reduce over five years
Percentage of offenders under community supervision who incur new convictions for violent offences	Reduce over five years
Percentage of offenders under community supervision who incur new convictions for non-violent offences	Reduce over five years
Percentage of offenders under community supervision who incur suspensions	Reduce over five years

***Fiscal Year 2008-2009 is the benchmark year for the above targets.**

Planning Highlights

In order to achieve the expected result under this Program Activity and advance the Transformation Agenda, CSC has developed the following plans:[23]

Facilitating the safe transition of eligible offenders into the community
Continued implementation of strategies to maximize the effectiveness of community residential facilities.
Respond to Community Based Residential Facility Review Paper to enhance accommodation options for offenders, with a focus on women offenders, Aboriginal offenders, and offenders with mental and physical health needs.
Ongoing focus on improvements to the safety and security of offender supervision in the community, including a Secure Intelligence Network, improved sharing of information with Criminal Justice partners, and community staff safety initiatives.
Implementation of a revised National Community Strategy for Women offenders with a focus on enhanced integration between institution and community operations, community residential options, employment and employability, as well as access to mental health services.
Enhance District community public education capacity to be more proactive and purposeful in communicating with Canadians.
Ongoing focus on initiatives to strengthen community partnerships and collaborative undertakings, including enhanced consultations with citizens, especially with communities associated with First Nations, Métis and Inuit groups.
Ongoing focus on improvements to staffing processes, skills training and management support of staff working in the community.
The development of a comprehensive community corrections strategy focusing on federal corrections and providing direction for the future through significant engagement of partners and stakeholders.

[23] The Executive Development Symposium (November 24-26, 2009) focussed on Community Corrections. A number of action oriented items emerged from the discussions and will be used for developing Community Corrections commitments at all levels of the organization for the short and medium term. A number of plans listed under the Correctional Interventions and Community Supervision Program Activities reflect CSC's commitment to strengthening Community Corrections.

Benefits to Canadians

Many offenders will eventually return to the community either through some form of conditional release or because their sentence has expired. Ensuring that those offenders are effectively and efficiently supervised is essential to public safety.

Many offenders face significant difficulties re-establishing themselves upon return to the community. Working closely with partners encourages the most effective use of community resources so that they are best aligned to meet the needs of all Canadians.

Matching the right levels of control and supervision to the offender's risks and needs will ensure that the community-based resources are appropriately aligned to best protect Canadians. Reviewing and improving the service's use of community-based residential facilities, whether operated by CSC or contracted from community agencies, will ensure that public safety is maintained while at the same time supporting the offender's community reintegration.

Specialized community-based services and supports that focus on unique sub-groups within the offender population, such as women, Aboriginal offenders, and those with mental health issues, further mitigate risk for re-offending and enhance public safety for all Canadians.

Improvements to the structure, management, and staff training in our community operations results in more effective use of limited resources and brings more expertise to bear on preventing re-offending, thereby protecting the public.

Enhancing the consultation process with communities will benefit Canadians by assuring them of meaningful opportunities to influence policy and management decisions.

Employing and expanding alternative methods of intervening with offenders in the community, such as using Electronic Monitoring, will allow CSC to use effective controls to monitor the offender. Existing resources can then be concentrated on those offenders who represent the most challenge.

2.4 Internal Services

Program Activity Architecture			
Strategic Outcome: The custody, correctional interventions, and supervision of offenders, in communities and institutions, contributes to public safety.			
Custody	Correctional Interventions	Community Supervision	Internal Services

Program Activity Summary: This Program Activity includes corporate and administrative services supporting the effective and efficient delivery of operational programs and activities across the organization, and contributes meaningfully to horizontal and/or government-wide initiatives.

Financial Resources ($ millions)		
2010-11	2011-12	2012-13
212.9	204.5	204.6

Human Resources (Full-time Equivalents)		
2010-11	2011-12	2012-13
2,818	3,032	3,170

Expected Result of Program Activity: Efficient organizational functioning and support to our Transformation Agenda.	
Program Activity Performance Indicators	***Program Activity Targets***
An organizational culture and operation respectful of Public Service values and ethics	Maintain strong Management Accountability Framework rating in this area in addition to increasing positive responses from staff through surveys
Effective organizational relationships where conflict is appropriately managed	A decrease over five years in related staff grievances. An increase over five years in positive responses from staff in surveys
Public resources are well managed through effective internal controls and timely monitoring	Financial discrepancies, if an , raised on time and resolved immediately
Effective outreach to community partners and information services for victims	Increase in satisfaction ratings over five years
Recruitment and retention strategies for healthcare professionals, trades and other occupational groups with low workforce availability	Reduction in vacancies within CSC healthcare professionals, trades and other occupational groups
A Common Human Resources Business Process is implemented in conjunction with the Canada Public Service Agency	Reduction in timeframes for staffing processes
Human resource capacities in all areas	Strengthen human resource capacities in all areas
Relationships with partners	Enhance relationships with partners
Infrastructure and accommodation strategies	Review infrastructure and accommodation strategies

Planning Highlights

CSC continues to focus efforts on the future management of its physical infrastructure, improvements to information services to victims, the way in which it communicates its public education message, and the way it measures and reports on its performance. Further, CSC is engaged in all major government-wide initiatives such as Public Service Renewal and Canada's Economic Action Plan. It is also an effective partner in horizontal initiatives such as Canada's efforts to improve conditions for Aboriginal peoples.

Identifying specific targets for Internal Services is a challenge because their success is often seen in the contribution they make to the results of other Program Activities. For example, the organization's initiatives that contribute to the health of the workforce may be found in the results of other Program Activities, such as Correctional Interventions, because human resources who deliver correctional programs are healthy and resilient, and therefore better able to sustain efforts and positively impact on correctional results. By focusing on sound management practices, CSC will create an integrated and sustainable environment for its staff and their endeavours, which will ultimately support them in their continued efforts and commitments to public safety for all Canadians. Strong performance on our Internal Services and overall management functions is critical to achieving and sustaining the gains made in all Program Activities.

In order to achieve the expected result under this Program Activity and advance the Transformation Agenda, CSC has developed the following plans:

Addressing safety for staff and offenders at institutions
Installation of range cameras in women's secure units and medium security institutions.
Implementation of new technologies to preserve inmate lives.
Development of a Dynamic Security training strategy.
Strengthening management practices
Enhancements to organizational capacity in order to respond to changing government priorities and direction.
Development of a simulation model that will more effectively predict offender population trends and characteristics in order to improve corporate planning.
Implementation of initiatives to enhance outreach to Aboriginal victims.
Ongoing implementation of enhancements to information services for victims of crime including collaboration with partners.
Ongoing focus on ways to ensure an ethical workplace.
Implementation of initiatives to contribute to the health of CSC's workforce.
Implementation of initiatives to achieve an effective and representative workforce.
Strengthening human resource capacities in all areas.
Enhancing relationships with partners.
Reviewing infrastructure and accommodation strategies.

Benefits to Canadians

CSC will continue to transform the efficiency and effectiveness of how it delivers its services so that resources are better able to deliver the correctional results that ensure public safety. CSC will also continue to monitor financial transactions and controls in order to maximize the investments that Canadians have made in their Correctional Service.

Building and maintaining partnerships are critical to the achievement of CSC's plans and priorities and ultimately to the organization's contribution to public safety. CSC's commitment to strengthening community engagement through renewed partnerships will ensure that Canadians have a voice in decisions that will make their communities safer.

Canadians who have been victims of crime will benefit from CSC's improvements to Victim Services by providing them with better support and information to understand and contribute to the correctional decisions about the person(s) who victimized them. This ensures that Canadians have a voice in the correctional process.

CSC will continue to collaborate with various federal government departments who provide services and information to victims; and hold regular joint meetings with all partners, including the Federal Ombudsman for Victims of Crime, thereby ensuring that the government's policies are better able to address the needs of Canadians who have been victimized.

CSC's Strategic Plan for Human Resource Management (2009-2010 to 2011-2012) will benefit Canadians working for, or seeking employment with CSC, especially given that a more streamlined and effective recruitment process will be in place with stronger ties to universities and community colleges. Additionally, the strategic plan will ensure that the workforce is reflective of the Canadian mosaic. By contributing to a highly skilled professional correctional service, Canadians will have a workplace of choice to consider, where they can expect to grow personally while making an important contribution to Canada.

SECTION 3: SUPPLEMENTARY INFORMATION

3.1 List of Supplementary Information Tables

All electronic supplementary information tables found in the 2010-11 Report on Plans and Priorities can be found on the Treasury Board of Canada Secretariat's web site at:

http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp

- **Green Procurement**
- **Horizontal Initiatives**
- **All upcoming Internal Audits over the next three fiscal years (2010/2011 – 2012/2013)**
- **All upcoming Evaluations over the next three fiscal years (2010/2011 – 2012/2013)**
- **Sources of Respendable and Non-Respendable Revenue**
- **Summary of Capital Spending by Program Activity**
- **User Fees**
- **Revolving Fund – CORCAN**

3.2 Performance Indicators against Corporate Priorities

http://www.csc-scc.gc.ca/text/pblct/rpp/2010-2011/csc-scc/rpp-3-2-eng.shtml

3.3 Contact Information

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